Transport Canada Transports Canada

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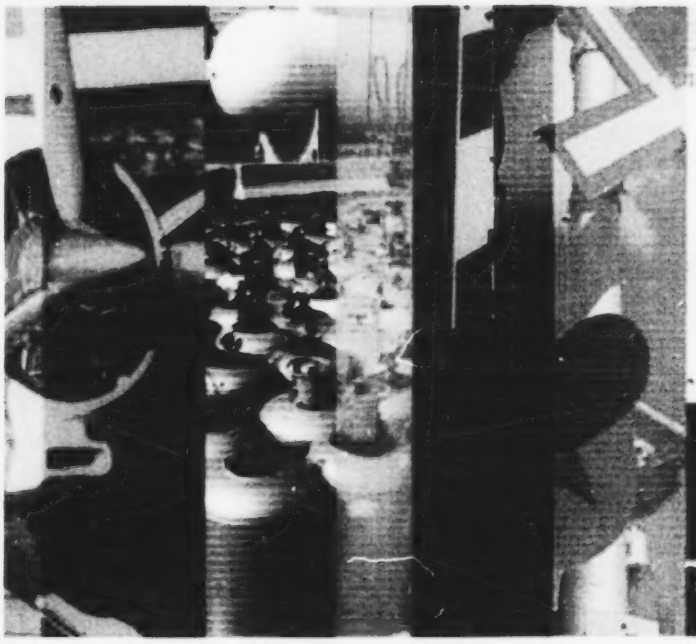
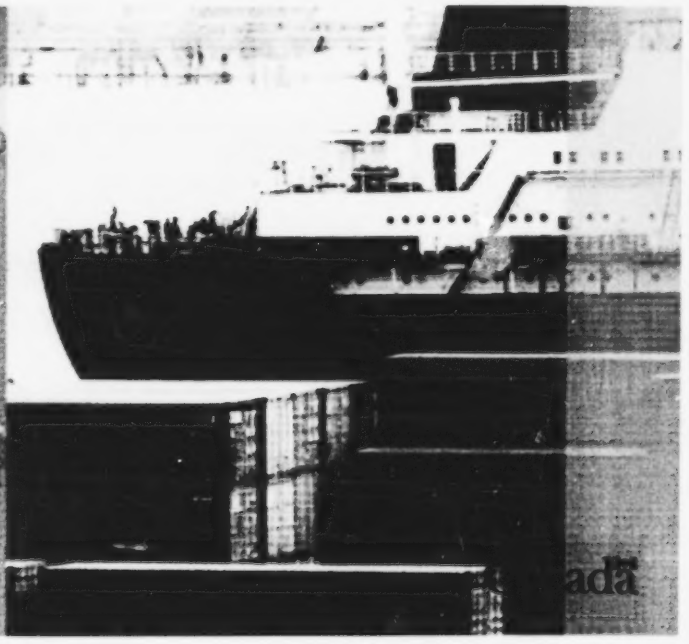
ANNUAL REVIEW 2005-2006 EDITION

Transport Canada_Quebec Region





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MESSAGE FROM THE REGIONAL DIRECTOR GENERAL

I am pleased to present Transport Canada's Quebec Region Annual Review, 2005-2006 Edition, which once again presents the portrait of a dynamic and competent region.

Transport Canada's Quebec Region employs some 470 dedicated individuals who are working to provide a transportation system that is recognized worldwide as safe and secure, efficient and environmentally responsible, in line with the department's core values of respect, professionalism, teamwork and customer service.

Transport Canada's Quebec Region has adopted four [illegible] regional commitments. They are to maintain as a priority the safety and security of the transportation system; to contribute to an effective and efficient transportation system that promotes economic development; to participate in sustainable transportation activities with our partners; pursuing the environmental management system's goals; and to provide a high quality of service to our clients and fellow citizens. These commitments clearly relate to Transport Canada's national priorities and strategic goals.

We have already begun work on the stimulating challenges of 2005-2006. Not only are we pursuing the new responsibilities we acquired last year with respect to the *Navigable Waters Protection Act*, the Department is now seeking to implement the Safety Management System (SMS) with the industry and with other transportation organizations. The SMS promotes a proactive approach to management, rather than one of reactive compliance with regulatory requirements. We have also, for this year, placed our emphasis on infrastructure, gateways and trade corridors, all of which have a [illegible] role in the economic development of our region and of our nation as a whole. Finally, all of the Directorates are also continuing to participate enthusiastically in sustainable transportation and environmental protection initiatives.

I would like to take this opportunity to invite you to visit our regional Web site at www.tc.gc.ca/quebec. You will find that it is a comprehensive source of information on our activities, our programs and our services.

Enjoy your reading!

Nicole Pageot

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OVERVIEW OF TRANSPORT CANADA

Transport Canada in Quebec

It's nearly 470 persons working to offer a transportation system that is recognized worldwide as safe and secure, efficient and environmentally responsible

In developing legislation and administrating transportation policies, regulations and programs, Transport Canada focuses on ensuring a transport system that meets three strategic objectives:

Safety and security

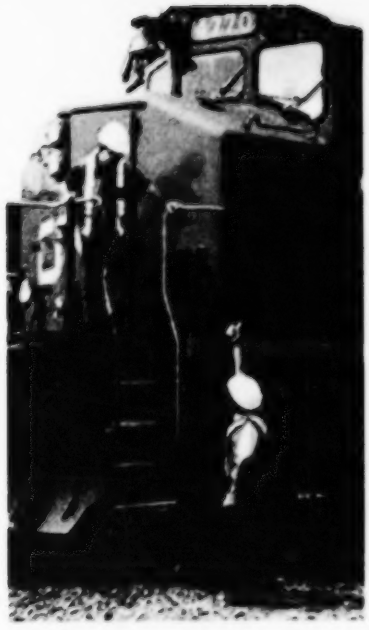
By establishing standards and regulations, Transport Canada ensures that the highest practicable safety and security level of the transport system is maintained in order to protect human life and property.

Environment

Through environmental assessment and planning processes in transportation decisions and by a selective use of regulation and government funding, Transport Canada fosters environmental respect for the legacy of future generations of Canadians.

Transportation system efficiency

Based on competitive markets and a targeted use of regulation and government funding, Transport Canada contributes to the efficiency of the movement of people and goods, enhancing economic prosperity and a sustainable quality of life.



Our values guide our work:

Respect. We are open, fair and honest in our dealings with our colleagues and clients.

Professionalism. We work conscientiously and in a fiscally prudent manner; we apply common sense in everything we do and we continuously upgrade our training and technology.

Teamwork. We listen and communicate openly while supporting collective decisions and showing trust in our colleagues. We share resources and remain open to change.

Client services. We listen to our clients' needs and solicit their feedback.

REVIEW OF QUEBEC TRANSPORTATION

Benefiting from its geographic and economic situation, Quebec possesses well-established road, rail, marine and air transportation systems. Home to 23.6% of Canada's inhabitants, Quebec is the nation's second most populated province. In 2004, Quebec's Gross Domestic Product (GDP) was $268.6 billion, or 23.6% of the Canadian total.

Quebec exported $68.6 billion in goods last year, with 81.6% going to the United States, and the importations added up to a record level of $57.4 billion. All-in-all, the province experienced a trade surplus of $11.2 billion in 2004.

Quebec's multimodal transportation network, which is fully integrated into the systems of both Canada and the United States, supports Quebec's economic growth. The department's emphasis is now focused on developing trade corridors that overlay such existing transportation corridors as Quebec–New York, Quebec–Boston and Quebec–Ontario.

Road Transportation

Quebec's highway system consists of more than 185,000 km of roadways. Although nearly half of Quebec's population is concentrated in Montreal and Quebec City, this network serves virtually all of the province's populated regions. The province's highway system runs along the St. Lawrence River and connects with the corresponding networks of Ontario, New York and New England. The road system is administered on two levels. Quebec's *Ministère des Transports* oversees the long-distance network in general and the highway system in particular, while the municipalities handle their respective urban networks and issues of traffic management and public transportation. In 2004, Quebec spent $3.9 billion on road and public transportation, or Canada's second largest set of expenditures in these areas following those of Ontario. With nearly 80% of its population living in urban areas, Québec must contend with significant demands for urban and interurban transportation. More than 5.2 million vehicles operate in Quebec, including nearly 4.2 million cars, 120,000 trucks and 7,400 buses.

Quebec's highway network carries 43.2% of Quebec's international trade. The Lacolle and Philipsburg highway border stations remain the main ports of entry for US trade originating in Quebec. In 2004, international trade valued at some $17.7 billion (Lacolle) and $8.2 billion (Philipsburg) passed through these two stations.

***43.2%** of Quebec international trade is shipped via the road system*

***165 000 km** of roads for Quebec's road system*

***$3.9 billion** spent for road and public transportation*

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Road Transportation

9.4% of Quebec international trade is shipped via the province's rail system

6 645 km of rail in Quebec

Rail Transportation

Rail transportation remains essential to the shipping of heavy merchandise and to long-distance transportation. Quebec's rail network carries 9.4% of the province's international trade.

With 6 645 km of rail lines, Quebec's rail network permits a direct link with American, Canadian and international markets through the ports of Montreal, Quebec City, Sept-Îles and Port-Cartier. The rail system thus represents the heart of effective intermodal transportation that handles surface transportation from international markets.

Nearly half of Quebec's rail network belongs to shortline railways that link up with the transcontinental lines of Canadian National and Canadian Pacific. Major upgrades should be made to the shortline railways infrastructure by the end of the decade as the result of $75 million in investments that have been announced by the federal ($30 million) and provincial governments, as well as by the rail lines.

In the area of passenger transportation, VIA Rail links Montreal with the major hubs of Quebec City, Ottawa and Toronto and also offers connections to the Gaspé, Abitibi, Saguenay and the Atlantic Region.

Suburban trains continue to represent a solid success for Quebec's Metropolitan Transportation Agency (AMT). The AMT is also considering extending the Montreal/Blainville train as far as Saint-Jérôme and building a new station for this line in Montreal's fashion district (Chabanel Station). In 2004, 14.3 million passengers rode on AMT suburban trains.

New international arrivals hall at Pierre Elliott Trudeau International Airport

Pierre Elliott Trudeau International Airport of Montreal

19.6% of Quebec's international trade moving by air

***10 millions passengers** received annually at Montreal international airports*

***700 000 passengers** received in 2004 at Jean-Lesage International Airport in Quebec City*

Air Transportation

Quebec has 85 airports, including two international hubs (Montréal-Trudeau/Montréal-Mirabel and Quebec City's Jean-Lesage) and some 82 regional and local airports. Montréal-Trudeau and Montréal-Mirabel international airports handled more than 10 million passengers in 2004. Some 50 airlines provide direct flights from Montreal to over 150 destinations each week.

Montreal's Pierre Elliott Trudeau International Airport recently inaugurated a new international arrival hall, a new baggage room and an international pier for overseas flights. This pier will, furthermore, be equipped with a gate capable of receiving the celebrated Airbus 380, scheduled to be launched in the spring of 2007.

In February 2005, Air Transat installed its new 4,500 m² head office and its 12,000 m² maintenance hangar at Montreal-Trudeau. In addition to Air Transat, Montreal is served by a number of scheduled and charter carriers, including Air Canada, American Airlines, Air France and Skyservice.

Montréal-Mirabel Airport continues to expand its industrial and freight operations and will host Bombardier's new CSeries aircraft assembly plant.

Quebec City's Jean Lesage International Airport handled more than 700,000 passengers in 2004 (a new record), along with 109,160 aircraft movements. This airport also welcomed four new airlines: Air Labrador, Air Inuit, Thomas Cook Airlines and Zoom Airlines.

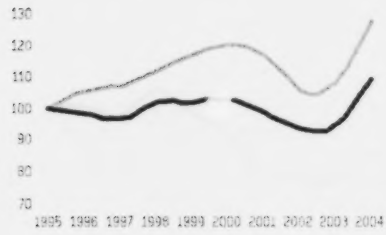
The closure of Jetsgo resulted in higher ticket prices in some markets, while the shutdown of Quebecair Express forced Air Canada Jazz, Air Labrador and Pascan Aviation to reassess the regional service they offer.

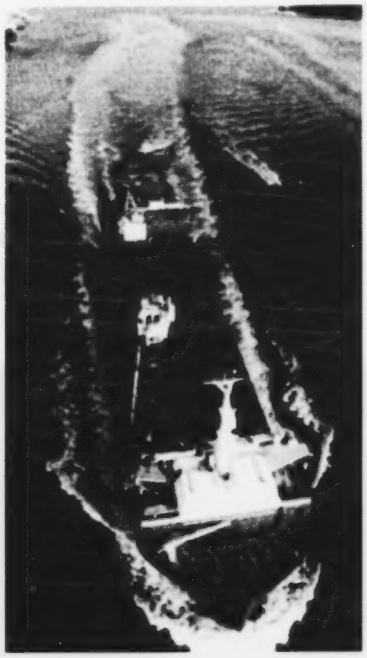
Air Sherbrooke opened a daily link between Sherbrooke and Toronto as a public-private partnership. Quebec has two other air links that are also partially financed by local communities (Alma-Montreal and Gatineau-Quebec City).

Air is used for transporting 19.6% (by value) of Quebec's international trade. Air is preferred by messenger and small package delivery firms for their domestic shipping and to ensure the delivery of supplies to such remote regions as Nunavik and the Lower North Shore of the St. Lawrence, particularly during the winter.

Enplaned/Deplaned Revenue Passengers, 1995-2004

The following chart illustrates the evolution of passenger traffic over the past decade in Montreal, Quebec City and in Quebec's regional airports. The year 2004 was one of growth for all of the province's airports. Although Quebec City and Montreal set new records, the set of regional airports remained at levels similar to those of 2000.





22.3% of Quebec's international trade is shipped via marine transportation

***23.6 millions tonnes** of goods and 1.2 millions TEUs (Twenty feet Equivalent Unit) containers were handled at the Port of Montreal in 2004*

Marine transportation

The St. Lawrence Seaway is Europe's gateway to North America and a key artery for Quebec's marine transportation. Quebec has 10 year-round deep water ports, including those of Montreal and of Quebec City. The latter serve some 40 major maritime businesses that provide links with over 200 international destinations. More than 22.3% of Quebec's international trade is shipped via this transportation mode.

Quebec has a total of some 40 ports and docks that are used for shipping goods. In 2004, Quebec handled more than 81 million tonnes of goods. Three quarters of this total passed through the ports of Montreal, Quebec City and Sept-Îles.

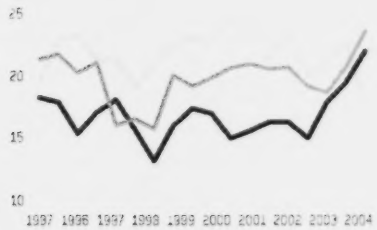
The Port of Montreal enjoyed an excellent year, recording a 13.5% increase in shipping weight to a total of 23.6 million tonnes, its highest level in two decades. The Port of Quebec City also handled a record volume in 2004 of 22 million tonnes, up 13% from the preceding year. The Port of Quebec City plays a key role in marine transportation because it is active in overseas trade, along with that passing through the St. Lawrence-Great Lakes system. The year 2004 was also marked by two visits of the cruise ship *Queen Mary II* to Quebec City. The Port of Quebec City handled 71,280 cruise ship passengers, a 20.8% surge from 2003. Over the same period, Montreal greeted 43,385 passengers, a 30% leap. The year 2005 is expected to prove just as productive in this sector.

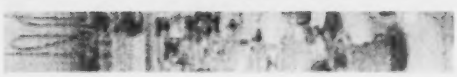
Shortsea shipping has also regained popularity in Quebec thanks to the introduction of two new services between the North Shore of the St. Lawrence and Trois-Rivières. The first service involves the transportation of wood, and the second, of aluminium.

With a secure, safe, effective, well-integrated and environmentally friendly transportation system, Quebec possesses all of the ingredients needed to fully benefit from an increasingly interdependent international economy. Quebec's transportation system thus serves to interconnect local communities and to bring the province as a whole closer to the rest of the world.

Volume handled at the ports of Montreal, Quebec and Sept-Îles, 1987-2004

The following chart illustrates the growth in volume of the three ports that handle more than 10 million tonnes annually: Montreal, Quebec City and Sept-Îles.





ROLE OF THE DIRECTORATES

With 12 service centres (contact information appears on page 22), **Transport Canada maintains a strong presence in Quebec. To properly fulfil our missions, we have adopted an organizational structure consisting of the regional general director's office and of nine directorates. Each directorate has its own roles, responsibilities and fields of expertise.**

Security and Emergency Preparedness

To maintain and enhance the security of Canada's transportation system in conjunction with our various partners.

In the multimodal context of air, marine and rail transportation, the directorate strives to:

- Pursue its training and awareness enhancement efforts;
- Oversee compliance with regulatory measures;
- Conduct inspections of compliance and of investigations.

The directorate is also in charge of the departmental safety program and thus ensures the protection of the department's employees, operations, information and financial and financial assets in the Quebec Region.

Furthermore, the directorate administers the program for emergency preparedness and civil protection. This program coordinates effective responses by the department to emergencies and controls the activities of different regional directorates and of outside organizations.

Sylvain Giguère – Security and Emergency Preparedness

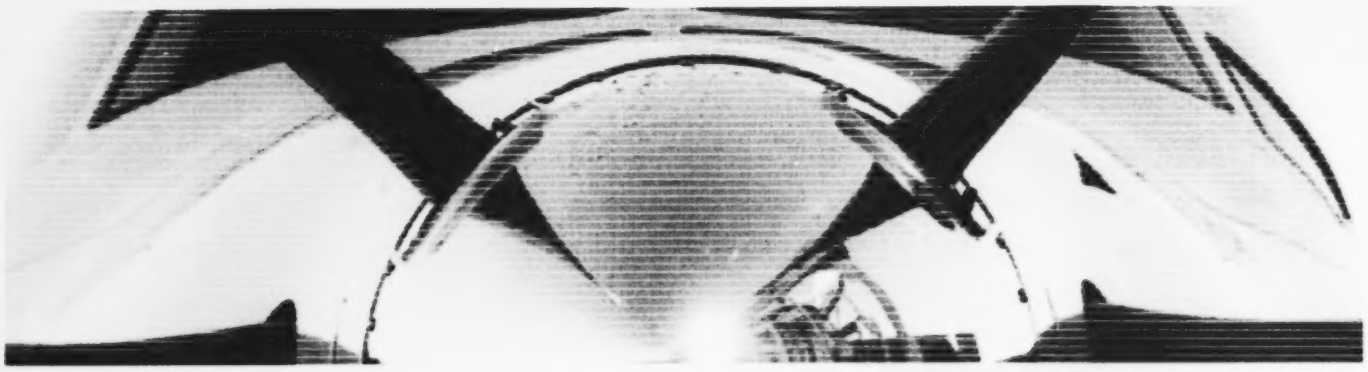
Programs

To operate the ports and airports that remain under Transport Canada's jurisdiction, to transfer airport and port facilities under the National Airports Policy and the National Marine Policy and to provide leadership with respect to the environmental management system.

The directorate is responsible for the following sectors:

- Operating Transport Canada's facilities;
- Administering remote airport and port sites;
- Administering the *Airport Capital Assistance Program* (ACAP);
- Overseeing the leases of the two airport administrations. They are: Aéroports de Montréal (for Montreal's Pierre-Elliott-Trudeau International Airport and Mirabel) and Aéroport de Québec (for Jean Lesage International Airport);
- Ensuring follow-up on the compliance of Canada's five Quebec Region port administrations (Montreal, Trois-Rivières, Quebec City, Port Saguenay and Sept-Îles);
- Developing and implementing an environmental supervision and assessment program to ensure compliance with the legislation and regulations.

Vincent Jerry – Programs



Civil Aviation

Yves Sassano – Civil Aviation

To ensure high levels of safety for the different components of the air transportation system.

Civil Aviation is now responsible for implementing the Safety Management System (SMS) in aviation organizations. This system promotes proactive management rather than one of reactive compliance with regulatory requirements.

The directorate continues to carry out a full program of regulatory audits and inspections aimed at ensuring regulatory compliance.

The directorate is responsible for:

- Issuing licences to aircraft maintenance engineers, pilots and air controllers;
- Issuing medical certificates to pilots and air controllers;
- Registering aircraft;
- Certifying and inspecting aerodromes, flight schools, airlines and accredited maintenance organizations;
- Inspecting aircraft manufacturers;
- Overseeing the application of regulations;
- Certifying modifications in the region's aircraft;
- Assessing and promoting air safety;
- Overseeing the noise management program.

Surface

Hélène Duguay – Surface

To promote the safety of rail transportation and of the multimodal transportation of dangerous goods.

The directorate is responsible for the following sectors:

- Railway operations involving the application of the *Canada Labour Code*, Part II;
- Rail equipment;
- Engineering of grade crossings, signalling systems and railway tracks;
- Examination of rail safety management systems;
- Transportation of dangerous goods, including recommendations of corrective measures in the event of incidents.

Industry practices are reviewed through a process of audits, inspections and investigations to ensure compliance with the *Railway Safety Act* and the *Dangerous Goods Transportation Act*. The Surface Directorate also promotes safety through an awareness and information program geared to the industry, as well as to provincial and municipal authorities. This directorate works in conjunction with a variety of partners to boost safety at grade crossings and determines which are eligible for the Transport Canada contribution program.

Marine Safety

To protect human life at sea, marine assets and the environment by applying the Canadian legislation and international regulations.

Within this context, the Directorate is responsible for:

- Issuing seaworthiness certificates to most Canadian commercial vessels;
- Conducting Port State Control inspections of foreign ships;
- Issuing certificates to ship's officers after having verified their competencies;
- Inspecting the structure and seaworthiness of ships that load grain, dangerous ores and timber cargo within Canada;
- Conducting inspections to ensure that explosives and hazardous goods aboard ships are transported safely;
- Auditing management of hydrocarbons, noxious liquid substances, ballast water and ship wastewater to ensure protection of the environment, and instituting legal proceedings against any offenders;
- Ensuring that occupational health and safety measures are enforced by marine industry employers and employees.

In the event of an emergency response to an oil spill, the Directorate is responsible for approving handling facility response plans and for granting certifications to response agencies.

The Marine Safety Directorate is also responsible for promoting the safety of pleasure craft and for the acquisition of competency cards by operators. At the same time, this Directorate is responsible to enforce the *Navigable Waters Protection Act* (NWPA) and for appointing receivers of wrecks.

Denis Galarneau – Marine Safety

Human Resources

To provide a vast range of employee services and programs in fields pertaining to human resources:

- Job classification;
- Official languages;
- Staffing;
- Workforce adjustment;
- Diversity management;
- Labour relations;
- Awards and recognition;
- Training;
- Human resources planning;
- Career management;
- Organizational development.

Carole Paris – Human Resources

Finance and Administration

To provide management and employees with advice, systems and services in fields of finance, administration, facilities management and the management of information and technology:

- Financial management and accounting;
- Information management and information technologies (IM/IT);
- Management of equipment and contracts;
- Management of facilities.

Adriana Mastrostefano – Finance and Administration

Coordination and Policy Advice

To maintain ties with key stakeholders in the field of industry and for regional participation in developing transportation policies:

- Producing economic analyses and monitoring the evolution of Quebec's transportation industry;
- Supporting the regional directorate in federal-provincial relations;
- Participating in different studies and projects pertaining to the development of transportation and of transportation infrastructure;
- Representing the department on different interdepartmental committees and with the industry;
- Ensuring the visibility, partnership and networking of Transport Canada in Quebec.

Sylvain Lessard – Coordination and Policy Advice

Communications

To provide expert advice and services related to strategic communications and media relations:

- Preparing and implementing external and internal communication plans;
- Organizing public events;
- Managing a media relations program;
- Coordinating internal communications;
- Coordinating multimedia and publishing functions, including the Internet and the regional intranet;
- Supporting the directorates' various safety campaigns.

François-Nicolas Asselin – Communications

TRANSPORT CANADA AT WORK IN QUEBEC

Transport Canada's Quebec Region means:

Inspector for a day activity

Safety and security

Aviation and airports

- Nearly $7 million invested under the Airport Capital Assistance Program (ACAP), enabling eligible airports to maintain or to boost operational security through capital expenditure projects;
- Preparation of a business plan for introducing Safety Management Systems (SMS) to airlines and for training most civil aviation inspectors to oversee their implementation;
- Cooperation with the Canadian Air Transport Security Authority (CATSA) in ensuring regulatory compliance with respect to the security of Transport Canada's airports in Quebec (Blanc Sablon, Magdalen Islands, Sept-Îles, Baie-Comeau, Mont-Joli and Kuujjuaq).

Marine and ports

- An amount of $6.5 million awarded to 46 projects under the ***Marine Security Contribution Program***, which offers compensation to owners and operators of marine facilities for the costs involved in meeting marine security requirements;
- More than $750,000 invested in 12 marine facilities owned by Transport Canada for training employees, purchasing equipment and upgrading facilities to meet security requirements under the International Ship and Port Facility Security Code (ISPS);
- This effort followed the 2004 coming into force of the ***Marine Transportation Security Regulations***, which set new security regulations for the industry;
  - A five-inspector team was created to implement these Regulations;
  - The approval of 85 threat and risk assessments and port facility security plans enabling these facilities to serve vessels designated in the ISPS Code.
- In conjunction with the US Coast Guard, security audits of 107 foreign vessels entering the St. Lawrence Seaway;
- Formulation of a practical guide for winter navigation designed for bridge officers and engineers of foreign vessels.

Surface (Rail Safety and Transportation of Dangerous Goods)

- Efforts undertaken by the Transport of Dangerous Goods (TDG) Section of the Surface Directorate to create a workgroup on regulatory compliance to facilitate discussions between highway inspectors, Quebec's *Ministère des transports* and Transport Canada;
- Audit and inspection plans for railway companies and shippers of dangerous goods designed to properly target companies at high risk and to maximize use of our resources;
- Involvement of the Surface Directorate in nationwide projects (national initiative on integration of the railway program, redesign of national railway safety programs, national-provincial and territorial meetings on applying TDG regulations, etc.).

Marine Safety Directorate at the 2005 Montreal Boat Show

Arrival of international flights at Rivière-Rouge/Mont-Tremblant International Airport

Effectiveness of the transportation system

Multimodal and corporate

- Visibility, partnership and networking activities by the Coordination and Policy Advice Directorate:
  - Participation by Transport Canada in various external and interdepartmental committees throughout Quebec;
  - Maintenance of close ties with associations in the field of transportation and input into a variety of Canadian-American issues;
  - Ongoing promotion of Transport Canada's policies and programs in Quebec.
- Holding the fifth annual *Inspector for a Day* event, which enables young people to prepare for eventually becoming a part of the next generation to serve the transportation field.

Aviation and airports

- The transfer of Baie-Comeau, Mont-Joli and Saint-Hubert airports to local authorities and the award of a total $4,375,000 in financial contributions serving such functions as carrying out maintenance work to ensure user safety.

Marine and ports

- Holding an information session for residents pertaining to the management of Transport Canada properties, in association with the possible installation on department property in Gros-Cacouna of a liquefied natural gas (LNG) terminal.
- Financial assistance to seven potential purchasers of port facilities to advance the study of transfer feasibility.
- Participation by the Boating Safety Directorate in the "Carrefour maritime 2004" event to promote careers pertaining to marine science and technology.
- Development of two new booths pertaining to boat registration and water safety used by the Boating Safety Directorate at the Montreal Boat Show.

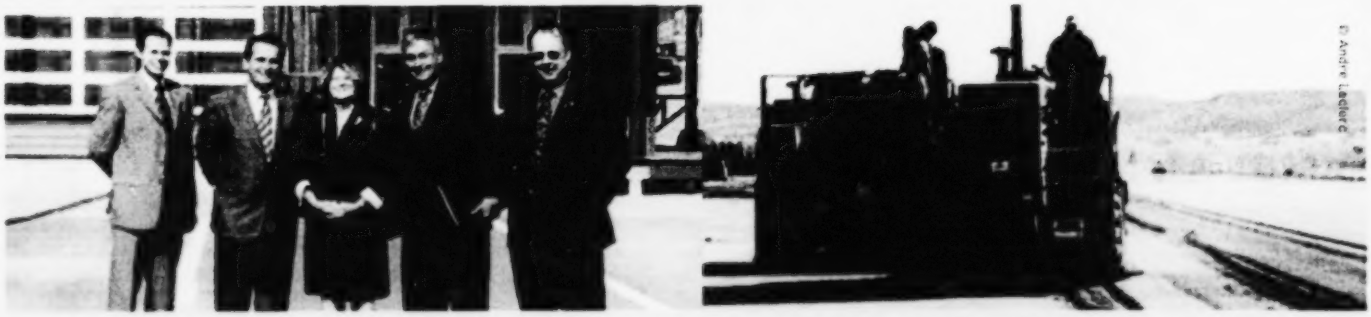
Environment

Multimodal and corporate

- Seeking to promote sustainable transportation during such events as: Clean Air Day, Environment Week, National Public Service Week, the Salon Allégo show, Forum on Urban Mobility and Advanced Transportation.
- Creation of a steering committee to maximize federal resources devoted to environmental studies, in conjunction with the Canadian Environmental Assessment Agency.

Aviation and airports

- Recycling of original materials in repaving projects and in work performed under the administration of the *Airport Capital Assistance Program* (ACAP).



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Inauguration of the new Cap-aux-Meules marine terminal

Airports Capital Assistance Program (ACAP)

Marine and ports

- Interdepartmental coordination in enforcing the *Canadian Environmental Assessment Act*, which requires such an assessment prior to project approval, particularly within the framework of a possible LNG terminal in Gros-Cacouna.
- The responsibility for environmental assessment issues associated with the *Navigable Waters Protection Act* (NWPA) that were transferred to Transport Canada by the Department of Fisheries and Oceans.

Transport Canada in Quebec, also means projects and contribution agreements produced in conjunction with our colleagues at Transport Canada in Ottawa:

Safety and security

Aviation and airports

- Signing of a $4.5 million contract for the purchase of two Bell 407 helicopters from Bell Helicopter Textron Canada in Mirabel. These helicopters are equipped with a new technology that will improve the ability of inspectors to travel safely to remote regions.
- Implementation of a new access card for restricted areas and deployment of a pilot document scanner project to detect traces of explosives at pre-boarding inspection points in conjunction with the *Canadian Air Transport Security Authority* (CATSA).

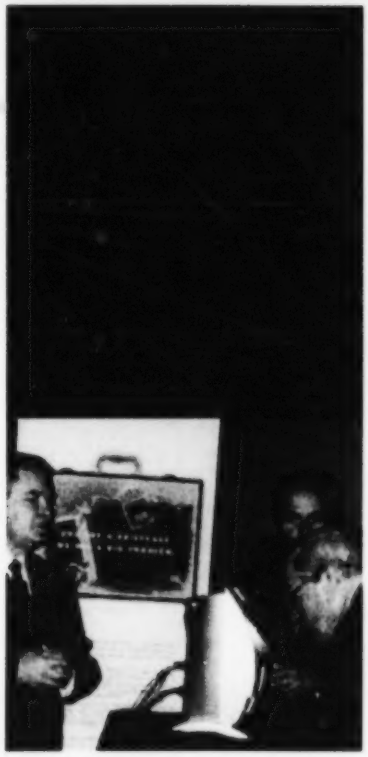
Surface (Rail Safety and Transportation of Dangerous Goods)

- Investments of $1.5 million to boost the safety of grade crossings in the Lanaudière, in Abitibi-Témiscamingue, in eastern Quebec and in the Compton-Stanstead area.

Effectiveness of the transportation system

Multimodal and corporate

- Joint funding of $21 million from the governments of Canada and Quebec to carry out studies and other preliminary work to complete Highway 30 between Châteauguay and Vaudreuil-Dorion.
- An investment of $9.8 million from the Government of Canada, which, in conjunction with the $47.7 million investment from the Government of Quebec will soon permit the opening of a new 12 km section of Highway 50 near Buckingham.
- An in-principle agreement with the Government of Quebec regarding the expansion of Route 175, which will permit a contribution from the Government of Canada of up to $262.5 million representing half of the total cost of the first phase of the project.



"New technologies for security enhancement will ensure Canada's place as one of the world leaders in aviation security".

– Jean-C. Lapierre, Minister of Transport –

"The construction of a new marine terminal in the Magdalen Islands will contribute to the region's economic development by providing it with renewed transportation facilities."

– Jean-C. Lapierre, Minister of Transport –

Aviation and airports

- Amendment to *CATSA's Aerodrome Designation Regulations*, which enabled the Riviere-Rouge/Mont-Tremblant International Airport to directly receive international flights into the Mont-Tremblant region.
- Announcement of an extension until March 31, 2007 to the program for transferring regional/local and small airports. Three airports in Quebec remain to be transferred. They are: Havre-Saint-Pierre, Natashquan and Sept-Iles.

Marine and ports

- The $2 million construction of a new maritime terminal at the Port of Cap-aux-Meules' ferry wharf.

Port of Cap-aux-Meules

Environment

Multimodal and corporate

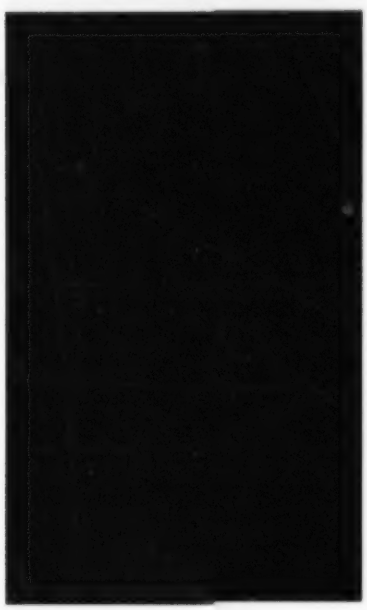
- Funding of projects pertaining to intelligent transportation systems (ITSs) in Magog-Orford, Laval and Trois-Rivieres for a total of $846,604. These innovations are aimed at: promoting the safety and security of transportation; in reducing highway congestion; in increasing mobility and in reducing transportation's negative environmental impacts on the environment.

Aviation and airports

- Environmental restoration projects that have been initiated at the airports of Saint-Hubert, in Longueuil and Sept-Iles on the North Shore of the St. Lawrence totalling $2,603,375.

Surface (Rail Safety and Transportation of Dangerous Goods)

- Funding of $1,147,500 awarded to three new projects aimed at helping the shipping sector reduce the increase of greenhouse gases in Quebec.



PERFORMANCE INDICATORS

Baie-Comeau Airport

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Financial Results

Fiscal years	2002-2003	2003-2004	2004-2005
Revenues and Cost Recovery (000)	$12,585	$12,029	$11,853
Capital (000)	$9,082	$21,400 [1]	$15,916
Operations and Maintenance (000)	$50,302	$53,370	$56,011
Subsidies and Contribution (000)	$4,805	$10,344	$11,062
Employees – Full Time Equivalent (FTE)	446	460	460

Programs

Fiscal years	2002-2003	2003-2004	2004-2005
Number of ports transferred	0	0	1
Number of airports transferred	2	1	2
Cost recovery rate (Ports and airports)	46.9%	41.5%	40%

Safety Indicators

Fiscal years	2002	2003	2004
Accidents involving Canadian registered aircraft	42	66	44
Number of marine accidents	60	56	61
Number of rail crossing accidents	44	36	62

[1] Includes capital expenditures for Jean Lesage International Airport and Port Cartier-Sept-Îles Harbour.

OUR 2005-2006 REGIONAL COMMITMENTS

Maintain safety and security as our priorities.

- To implement a Safety Management System (SMS) among the major airlines and major accredited maintenance organizations
- To implement the marine safety contribution program and assurance of follow-up to it.
- To ensure that the Cargo Security Program is implemented at airports.
- To intensify our efforts to implement the SMS among railways.
- To develop an inspection system that complies with ISMO airport security principles.
- To enforce acts and regulations to promote a safe and secure transportation system.
- To improve knowledge and understanding of safety and security practices among our employees and among the industry as a whole.

Provide quality service to our outside clients and to citizens.

- *To maintain awareness initiatives in different sectors of activity;*
- *To continue improving Internet and Intranet sites in terms of presentation, contents and updates to make all of them more accessible and useful to our employees and users;*
- *To cultivate ties with our public an private sector partners in view of boosting our visibility and serving our clients in accordance with available resources.*

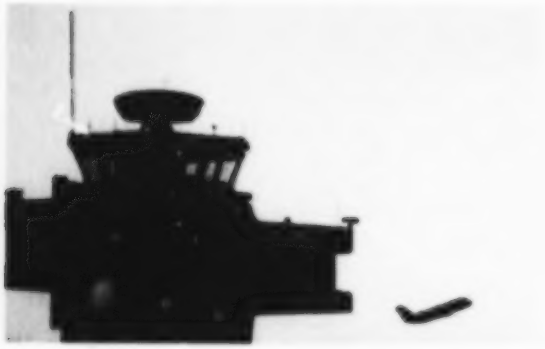
Contribute to an effective and efficient transportation system that fosters economic development.

- To contribute to the formulation of regulations, policies and programs for all modes of transportation and ensure their efficient implementation throughout the region.
- To ensure follow-up on infrastructural issues and promotion of the concepts of hubs and trade corridors.
- To develop an infrastructural capital expenditure program for our ports and airports.
- To contribute to the development in Quebec's transportation innovation through such means as intelligent transportation system and new biometric security systems.

Participate in sustainable transportation activities with our partners and to pursue Environmental Management System goals.

- To continue our active participation in events pertaining to sustainable transportation and to promote sustainable transportation in our region in conjunction with other departments, agencies and the industry as a whole.
- To actively contribute to the Canada-Quebec Co-operation Agreement on the St. Lawrence, develop a consolidated system of management for the St. Lawrence and launching implementation of the Sustainable Navigation Strategy.
- To continue the federal site decontamination program and deployment of environmental mitigation measures as part of different projects.
- To initiate a strategy of awarding environmentally friendly contracts.
- In our role as facilitator and expert, to promote agreements among various stakeholders in view of reducing noise pollution in locations where problems have been identified.
- To ensure that appropriate studies are carried out to meet our regulatory responsibilities for all major projects in which Transport Canada launches an environmental assessment process.
- To enforce acts and regulations in view of promoting a secure and environmentally friendly system of transportation thereby preventing the emission of avoidable pollutants.
- To pursue the implementation of our regional policy pertaining to the use of environmentally friendly transportation systems for business trips.

2005-2006 BUDGET



Operation and Maintenance

(in thousands of dollars)

General Administration and Services	6,979
Policy	482
Safety/Security	
Marine Safety	3,104
Aviation Safety	17,618
Rail Safety	1,910
Dangerous Goods	707
Safety and Emergency Preparedness	1,947
Programs	
Ports	6,190
Airports	5,469
Environment	7,007
Total	$58,241

Capital

(in thousands of dollars)

General Administration and Services	759
Policy	0
Safety/Security	
Aviation Safety	0
Safety and Emergency Preparedness	0
Programs	
Ports	1,596
Airports	11,210
Total	$13,567

Revenues and Cost Recovery

(in thousands of dollars)

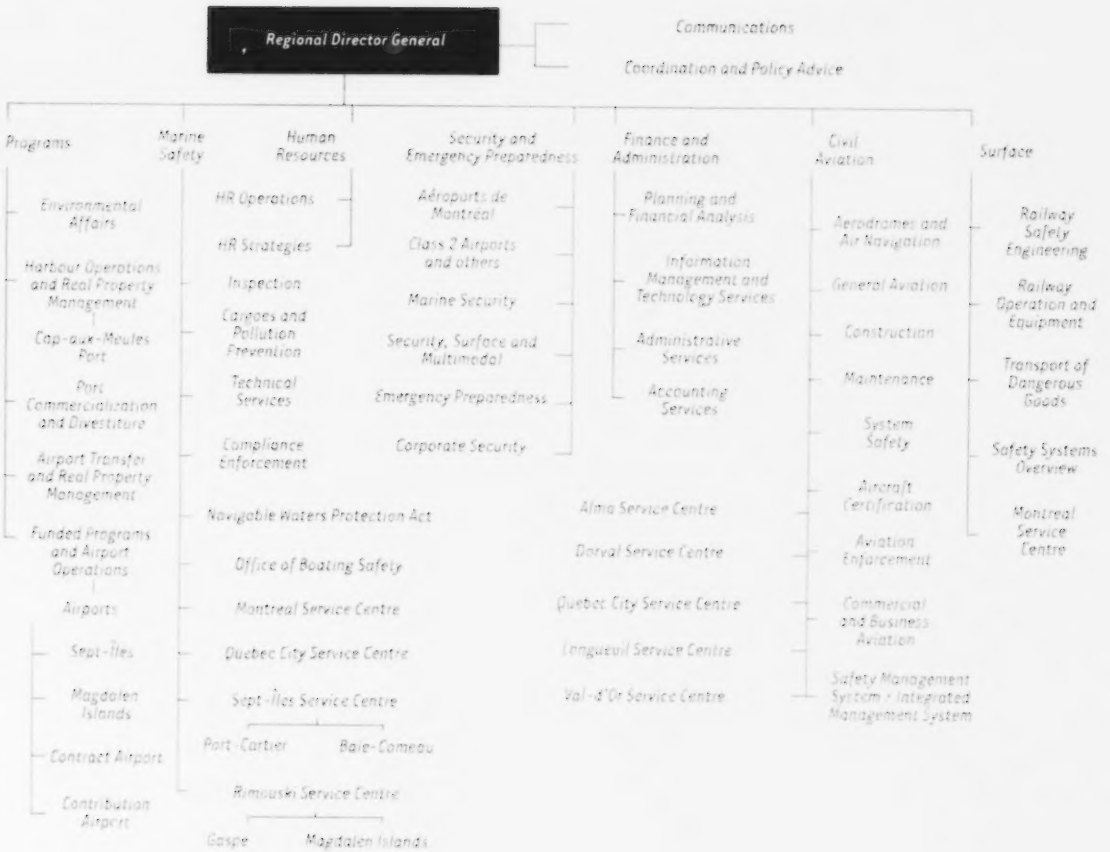
General Administration and Services	874
Safety/Security	
Marine Safety	1,645
Aviation Safety	1,491
Programs	
Ports	3,639
Airports	2,379
Total	$9,866

Subsidies and Contributions

(in thousands of dollars)

Programs	
Ports Divestiture	162
Airports Divestiture and Airports Assistance Programs	11,583
Total	$11,745

ORGANIZATION CHART



AIRPORT FACILITIES

PORT FACILITIES

Port of Montreal

- Remote
- Regional/Local
- Canadian Port Authority
- Transferred

Anticosti Island

Magdalen Islands

Sept Îles

Baie-Comeau

Mont-Louis

Ste-Anne-des-Monts*

Les Mechins

Matane

Gaspe

Pointe-au-Pere

Rimouski

Escoumins

Port Saguenay / Baie des Ha! Ha!

Chandler

Carleton-Saint-Omer

Miguasha

Paspebiac

Tadoussac

Trois-Pistoles

St-Simeon*

Gros-Cacouna

Cap-a-l'Aigle

Riviere-du-Loup*

St-Juste-du-Lac

Pointe-au-Pic

Notre-Dame-du-Lac

St-Joseph-de-la-rive*

Ile-aux-Coudres*

St-Francois

Ile-aux-Grues*

Quebec

Montmagny*

Portneuf

Batiscan*

Lotbinière*

Trois-Rivieres

St-Ignace-de-Loyola*

Sorel

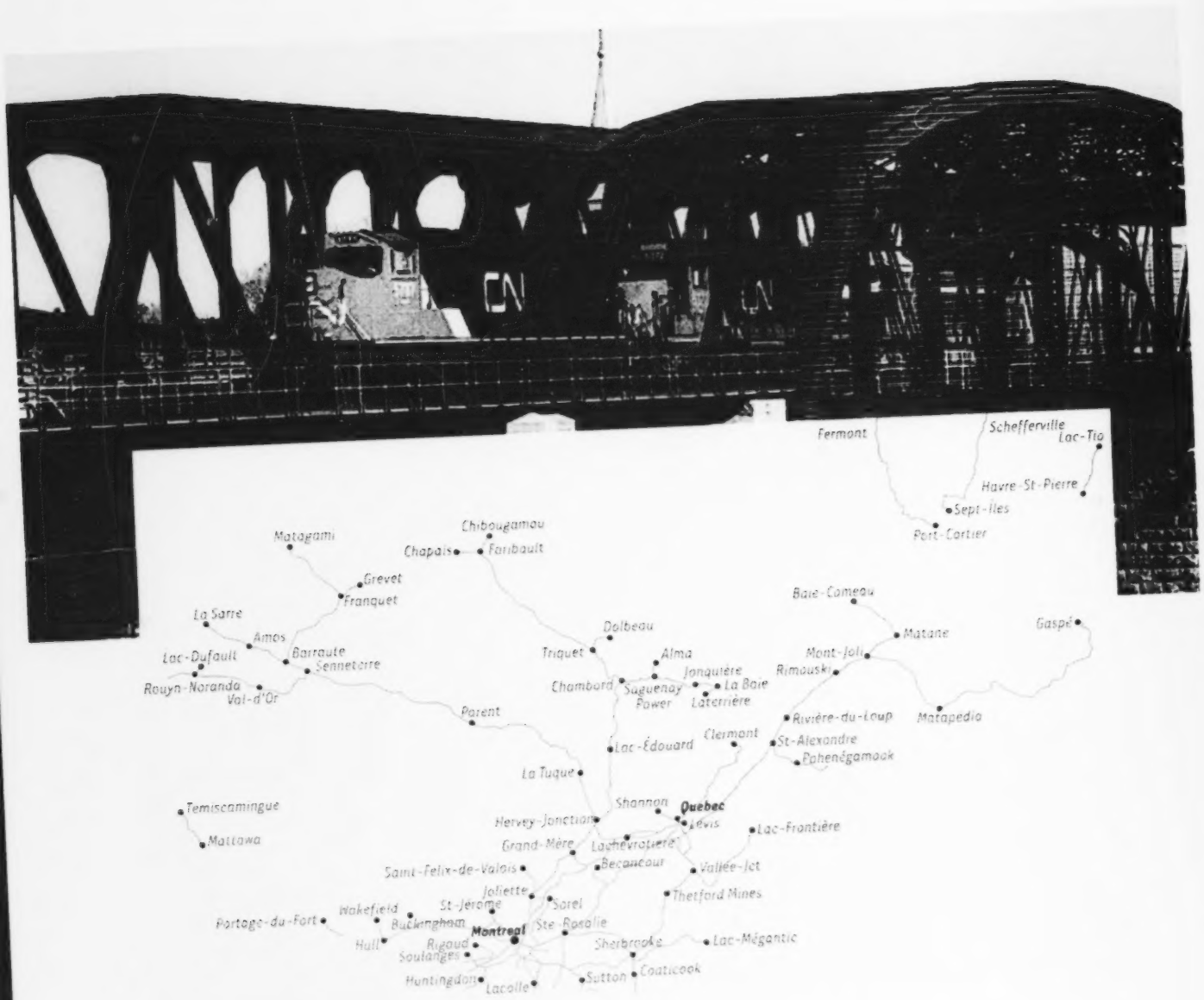
Duvon*

Masson*

Montreal

Lachine*

RAILWAY SYSTEM



TRANSPORT CANADA SERVICE CENTRES

Alma
100 St-Joseph Street, Office 6
Alma, Quebec G8B 7A8
Civil Aviation – Maintenance
Telephone: (418) 669-0529
Fax: (418) 669-0530

Baie-Comeau
337 Lasalle Blvd, Suite 212
Baie-Comeau, Quebec G4Z 2Y1
Marine Safety
Telephone: (418) 296-3524
Fax: (418) 296-6890

Dorval
700 Leigh Capréol Street
Dorval, Quebec H4Y 1G7
Regional Director General's Office, Communications, Coordination and Policy Advice
Telephone: (514) 633-2714
Fax: (514) 633-2751
Programs
Telephone: (514) 633-3254
Fax: (514) 633-3250
Civil Aviation
Telephone: (514) 633-3030
Fax: (514) 633-3959
Security and Emergency Preparedness
Telephone: (514) 633-3553
Fax: (514) 633-2921
Inspector on Duty (24h/day)
Telephone: (514) 238-9903
Human Resources
Telephone: (514) 633-3263
Fax: (514) 633-3125
Finance and administration
Telephone: (514) 633-3419
Fax: (514) 633-3439
Pierre Elliot Trudeau International Airport Security and Emergency Preparedness
Telephone: (514) 633-3569
Fax: (514) 633-3815

Gaspé
95-1 De La Reine Street
Gaspé, Quebec G4X 3B3
Marine Safety
Telephone: (418) 368-2444
Fax: (418) 368-7022

Magdalen Islands
264 Du Quai Road
Cap aux Meules, Quebec
Magdalen Islands G4T 1J4
Airport – Port
Telephone: (418) 986-3795
Fax: (418) 986-4751
Marine Safety
Telephone: (418) 986-6275
Fax: (418) 986-4751

Longueuil
1111 St-Charles Street
Office 356, East Tower
Longueuil, Quebec J4K 5G7
Civil Aviation
Telephone: (450) 928-4374
Fax: (450) 928-4379
Civil Aviation – General Aviation
Telephone: (450) 928-4372
Fax: (450) 926-4379
Civil Aviation – Administration – Maintenance
Telephone: (450) 928-4375
Fax: (450) 928-4379
Civil Aviation – Commercial and Business Aviation (Aircraft)
Telephone: (450) 928-4392
Fax: (450) 928-4379

Downtown Montreal
800 Rene-Leveseque Blvd West
Montreal, Quebec H3B 1X9
Surface (Office 638) (Railway Safety and Transport of Dangerous Goods)
Telephone: (514) 283-5722
Fax: (514) 283-8224
Marine Safety (Office 620)
Telephone: (514) 283-7056
Fax: (514) 283-6585

Port-Cartier
P.O. Box 3 – Quai de la Cie miniere
Quebec-Cartier
Port-Cartier, Quebec G5B 2G7
Marine Safety
Telephone: (418) 766-2759
Fax: (418) 766-6711

Quebec City
Gare maritime Champlain
901 Cap Diamant, 2nd-3rd Floor
Quebec City, Quebec G1K 4K1
Marine Safety
Telephone: (418) 648-4169
Fax: (418) 648-7980
Programs
Telephone: (418) 648-4101
Fax: (418) 648-7980
Security and Emergency Preparedness
Telephone: 418-563-4479

500 Principale Street – Office 2009
Jean-Lesage International Airport
Civil Aviation – General Aviation
Ste-Foy, Quebec G2G 2T9
Telephone: (418) 640-2690
Fax: (418) 640-2680
Civil Aviation – Commercial and Business Aviation (Aircraft)
Telephone: (418) 640-2791
Fax: (418) 640-2680
Civil Aviation – Commercial and Business Aviation (Helicopters)
Telephone: (418) 640-2793
Fax: (418) 640-2680
Civil Aviation – Commercial and Business Aviation (Transport of Dangerous Goods)
Telephone: (418) 640-2795
Fax: (418) 640-2680
Civil Aviation – System Safety
Telephone: (418) 640-2107
Fax: (418) 640-2680
Security and Emergency Preparedness
Telephone: (418) 640-2993

Rimouski
180, de la Cathedrale
Rimouski, Quebec G5L 9H9
Marine Safety
Telephone: (418) 722-3040
Fax: (418) 722-3392

Sept-Îles
Sept-Îles Airport
P.O. Box 2001, Office 212
Sept-Îles, Quebec G4R 4K2
Telephone: (418) 962-8211
Fax: (418) 962-8262
Marine safety
P.O. Box 536
701, Laure Blvd, Office 208
Sept-Îles, Quebec G4R 4K7
Telephone: (418) 968-4991
Fax: (418) 968-5518

Val-d'Or
Administration Building of the Airport
P.O. Box 2000
220 Météo Street
Val-d'Or, Quebec J9P 5C3
Civil Aviation – Maintenance
Telephone: (819) 825-8250
Fax: (819) 825-5015